A Family of Aircraft with Exceptional Value

Bombardier Commercial Aircraft
November 2008

Forward-Looking Statements

This presentation includes forward-looking statements. Forward-looking statements generally can be identified by the use of forward-looking terminology such as “may”, “will”, “expect”, “intend”, “anticipate”, “plan”, “foresee”, “believe” or “continue” or the negatives of these terms or variations of them or similar terminology. By their nature, forward-looking statements require Bombardier Inc. (the “Corporation”) to make assumptions and are subject to important known and unknown risks and uncertainties, which may cause the Corporation’s actual results in future periods to differ materially from forecasted results. While the Corporation considers its assumptions to be reasonable and appropriate based on current information available, there is a risk that they may not be accurate. For additional information with respect to the assumptions underlying the forward-looking statements made in this presentation, please refer to the respective Management’s Discussion and Analysis (“MD&A”) sections of the Corporation’s aerospace segment and the Corporation’s transportation segment in the Corporation’s annual report for fiscal year 2008.

Certain factors that could cause actual results to differ materially from those anticipated in the forward-looking statements include risks associated with general economic conditions, risks associated with the Corporation’s business environment (such as the financial condition of the airline industry), operational risks (such as risks associated with doing business with partners, risks involved in developing new products and services, product performance warranty, casualty claim losses, risks from regulatory and legal proceedings, environmental risks, risks relating to the Corporation’s dependence on certain customers and suppliers, human resource risks and risks resulting from fixed-term commitments), financing risks (such as risks resulting from reliance on government support, risks relating to financing support provided on behalf of certain customers, risks relating to liquidity and access to capital markets, risks relating to the terms of certain restrictive debt covenants) and market risks (including foreign currency fluctuations, changing interest rates and commodity pricing risk). For more details, see the Risks and Uncertainties section of the MD&A of the Corporation’s annual report for fiscal year 2008. Readers are cautioned that the foregoing list of factors that may affect future growth, results and performance is not exhaustive and undue reliance should not be placed on forward-looking statements. The forward-looking statements set forth herein reflect the Corporation’s expectations as at the date of this presentation and are subject to change after such date. Unless otherwise required by applicable securities laws, the Corporation expressly disclaims any intention, and assumes no obligation to update or revise any forward-looking statements, whether as a result of new information, future events or otherwise.

All monetary amounts are expressed in US$ unless otherwise indicated

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Bombardier is composed of two major manufacturing businesses

BOMBARDIER

Corporate office based in Montréal, Canada
Workforce of over 59,000 people in 21 countries worldwide
More than 96% of revenues generated in foreign markets
Listed on the Toronto Stock Exchange (BBD)

Aerospace

F08 revenues: $9.7 billion
55% of total revenues
Employees: 28,100*

Transportation

F08 revenues: $7.8 billion
45% of total revenues
Employees: 31,485*

*as at January 31, 2008

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Bombardier backlog at a record high

Bombardier Aerospace	$26.1 billion
Bombardier Transportation	$31.1 billion
Bombardier Inc.	**$57.2 billion**

As at July 31, 2008

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Bombardier Aerospace
Market leader in business and regional aircraft industry

Q Series

CRJ Series

Amphibious

Learjet

Challenger

Global Express

*Fiscal Year Ending Jan 31, 2008

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BOMBARDIER
COMMERCIAL AIRCRAFT

New Business Unit Integrating Regional Aircraft & New Commercial Aircraft Program

Leveraging Existing Experience and Lessons Learned

Extending Regional Aircraft Market Leadership to the Single-Aisle Mainline Segment

Bombardier Is the Market Leader in Regional Aircraft

CRJ Series Regional Jet

1,665 Firm Orders

1,498 Delivered

60+ Customers

Q Series Turboprop

972 Firm Orders

877 Delivered

100+ Customers

Program Status as of July 31, 2008

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Bombardier Regional Aircraft Products Positioned to Capture Market Growth

CRJ NextGen

70-100 Seats

Q400 NextGen

70-90 Seats

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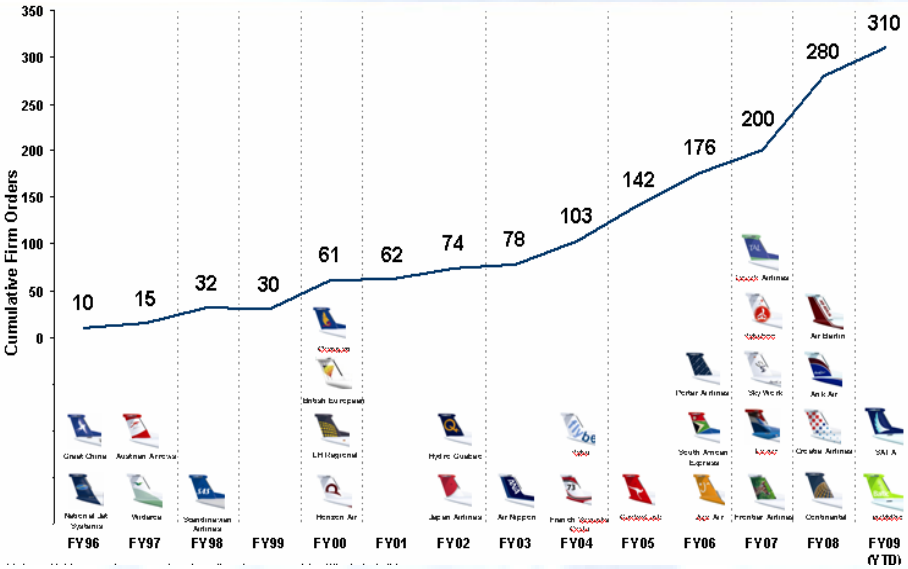
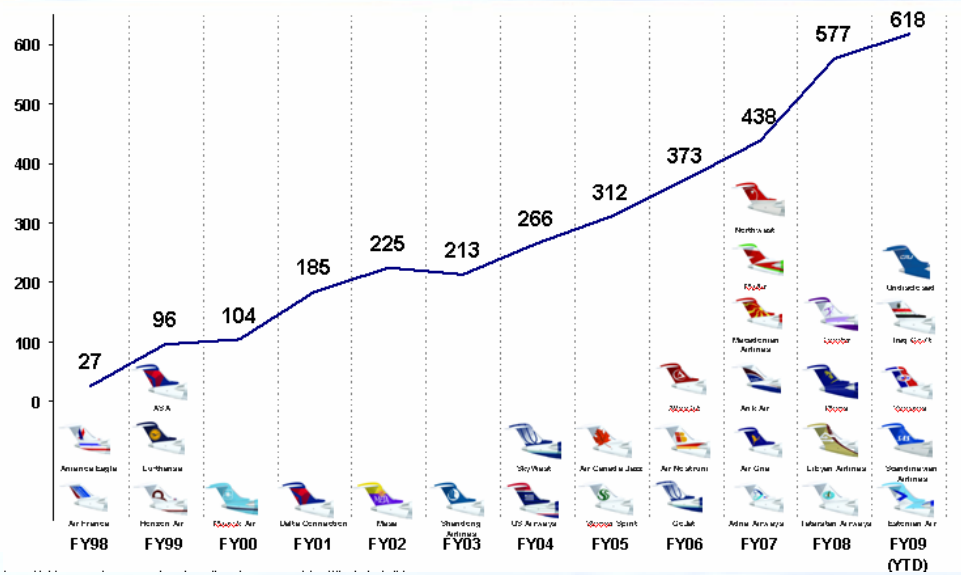
Market Momentum Behind Large Regional Aircraft

Q400 Order Momentum



CRJ700/900/1000 Order Momentum



Q400 and CRJ700/900/1000 Have Delivered Value for our Customers

1) New customer orders in a fiscal year are identified via tail logo, 2) CRJ order status includes 7 Challenger 800 variants ordered prior to Jan 31, 2006, 3) As of July 31, 2008

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CRJ NextGen Launched in 2007
Making the Leading RJ Family Even Better

- ***Improved Economics***
  - ***4% Lower Fuel Burn***
  - ***9% Lower Airframe DMCs***
  - ***Weight Reduction Programs***
  - ***8-15% Better Trip Costs than Closest Competitor***
- ***More Environmentally Friendly***
  - ***Reduced CO_2***
  - ***Lower Exterior Noise***
  - ***Improved Fuel Efficiency***
- ***Enhanced Passenger Experience***
  - ***New Interior,***
  - ***Larger Bins,***
  - ***Larger Windows***
  - ***LED Lighting***

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The CRJ NextGen Interior - Bigger. Brighter. Better.

Larger
Overhead Bins

Larger Windows 24%
increase in viewing area

New LED COOL
LIGHTING SYSTEM

New Features
In Seat AVOD IFE*

Concept seats shown
* Available Option

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CRJ1000 NextGen Fist Flight

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The Q400: The best economics of any regional aircraft

Q400 comfortably greener

- ✓ Best Short-haul Regional Airline Economics
- ✓ Reduced Environmental Impact - Lowest Emissions In Its Class
- ✓ Jet-like Speed Allows For Airline Schedule Optimization
- ✓ NextGen Interiors - Enhanced Comfort From Redesigned Cabin
- ✓ Family Commonality With Dash 8 Models

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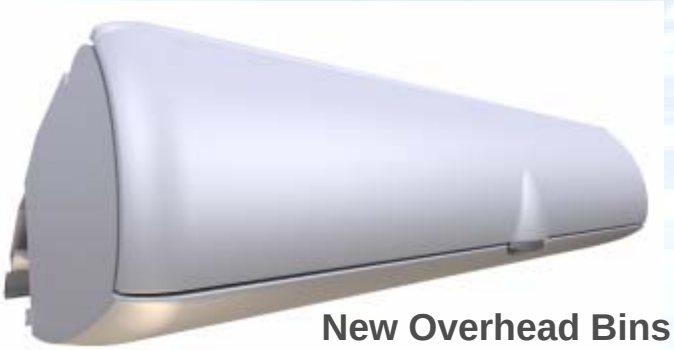
Q400 NextGen Interior
LED Lighting, New Overhead Bins And New Sidewalls

LED Lighting



New Overhead Bins

New 'Dished' Sidewalls

Q400 NextGen

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Q-Series Future Vision Understudy
The 90-seat Q400X

Q400X

- *90 passengers @ 31” pitch*
- *Maximum Commonality with Q400*
- *Further seat cost reduction*

Change Summary from Q400

2 Fuselage Plugs –
- 58” fwd and 62” aft

Strengthened MLG & Brakes
Larger Diameter Tires

Same Engine - PW150A
Strengthened Propeller

Increased Aft Baggage Capacity

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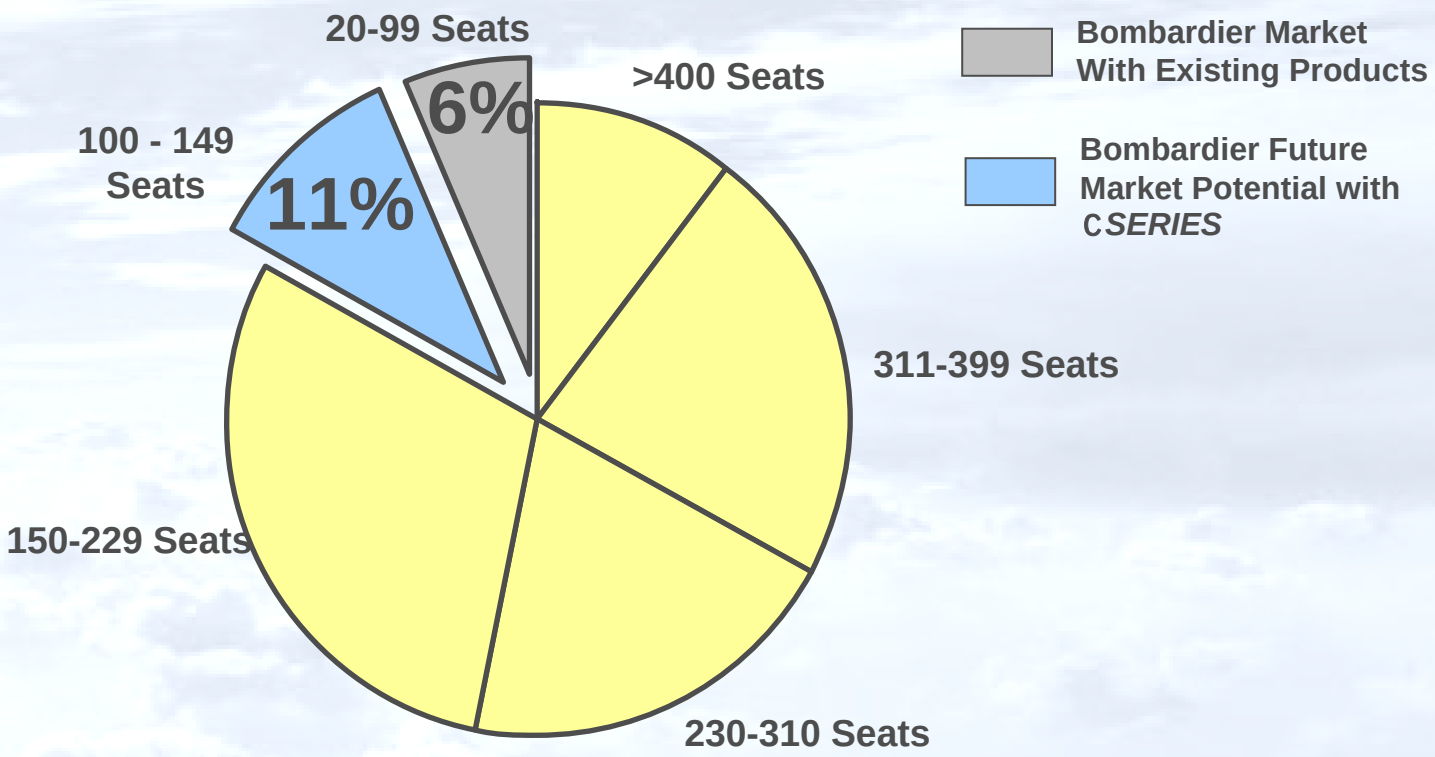
Bombardier's Strategy: Grow Market Leadership Position to the 100-149 Seat Segment

Commercial Airline Market Forecast 2008-2027 (by Value)



Source: Bombardier Forecast, Boeing and Airbus Forecasts

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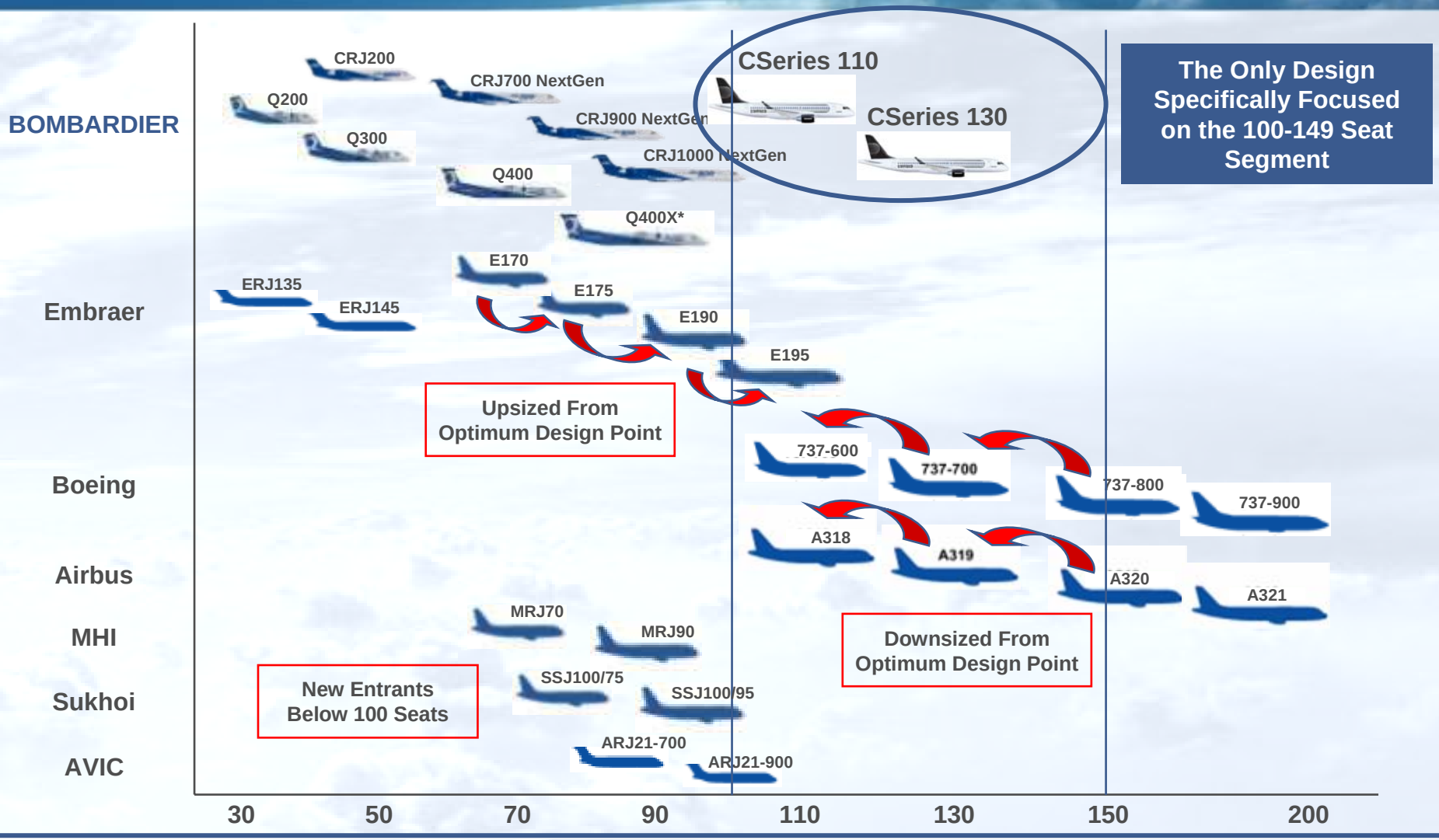
A New Family Optimized for the Lower End of the 100 to 149-seat Market Segment Is Long Overdue



* Programs that are not yet launched or are under study

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Aircraft Distribution in 6 Main Aircraft Type Categories

All Active Aircraft in 100-149 Seat Category

1,273 A/C

DC9, MD80 & 717 Families

(1965-1981, 1979-1997 & 1999-2006)

230 A/C

BAe-146 & AVRO RJ

(1982-2002)

223 A/C

Fokker 100

(1986-1997)

1,661 A/C

Boeing 737-300/-500

(1984-1999)

1,016 A/C

Boeing 737-600/-700

(1998- …)

1,100 A/C

Airbus A318/A319

(1996- …)

*Source: Bombardier Analysis from Back Aviation August 2008 Database.

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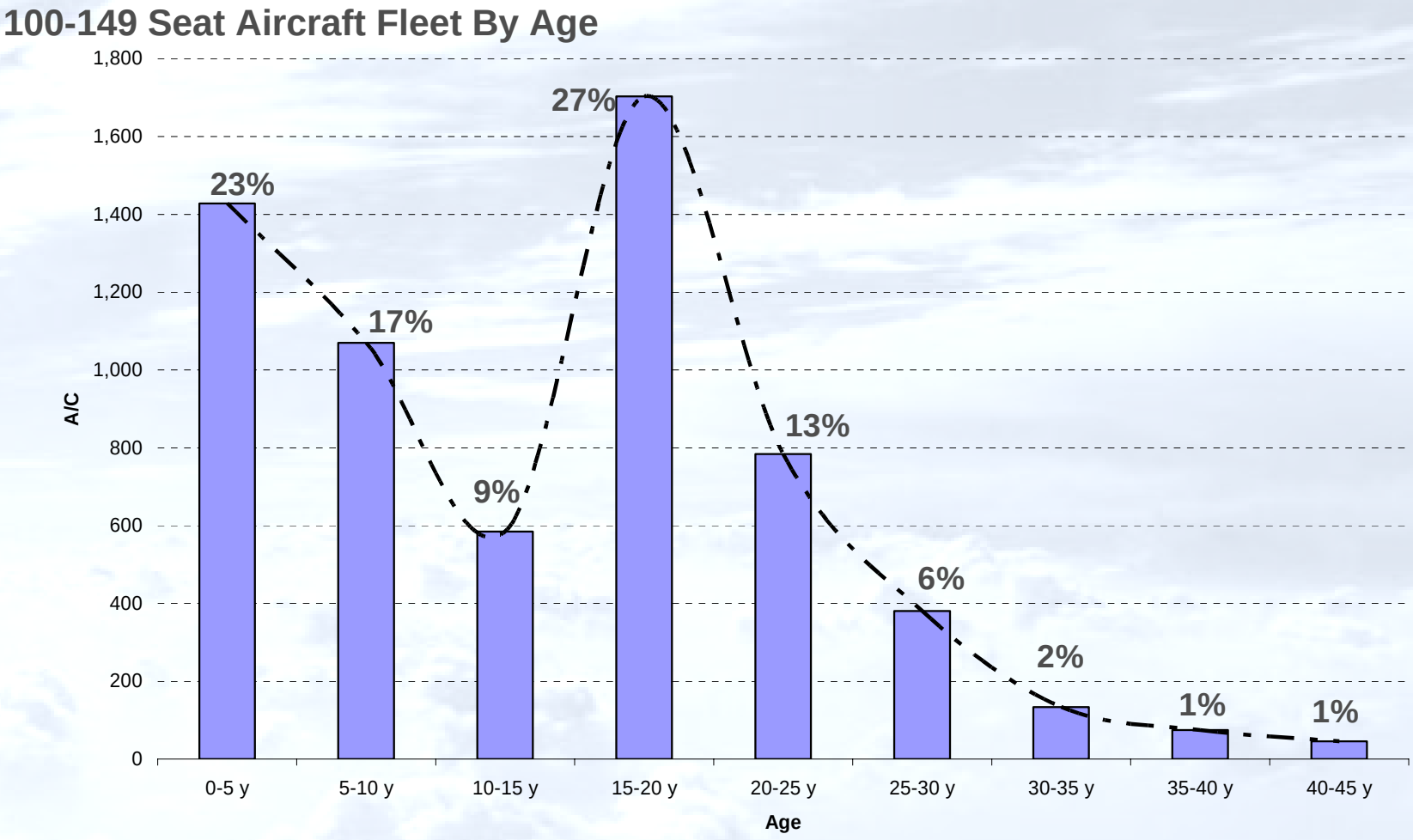
Much of Current 100-149 Seat Aircraft to be Replaced Soon



*Source: Bombardier Analysis from Back Aviation August 2008 Database.

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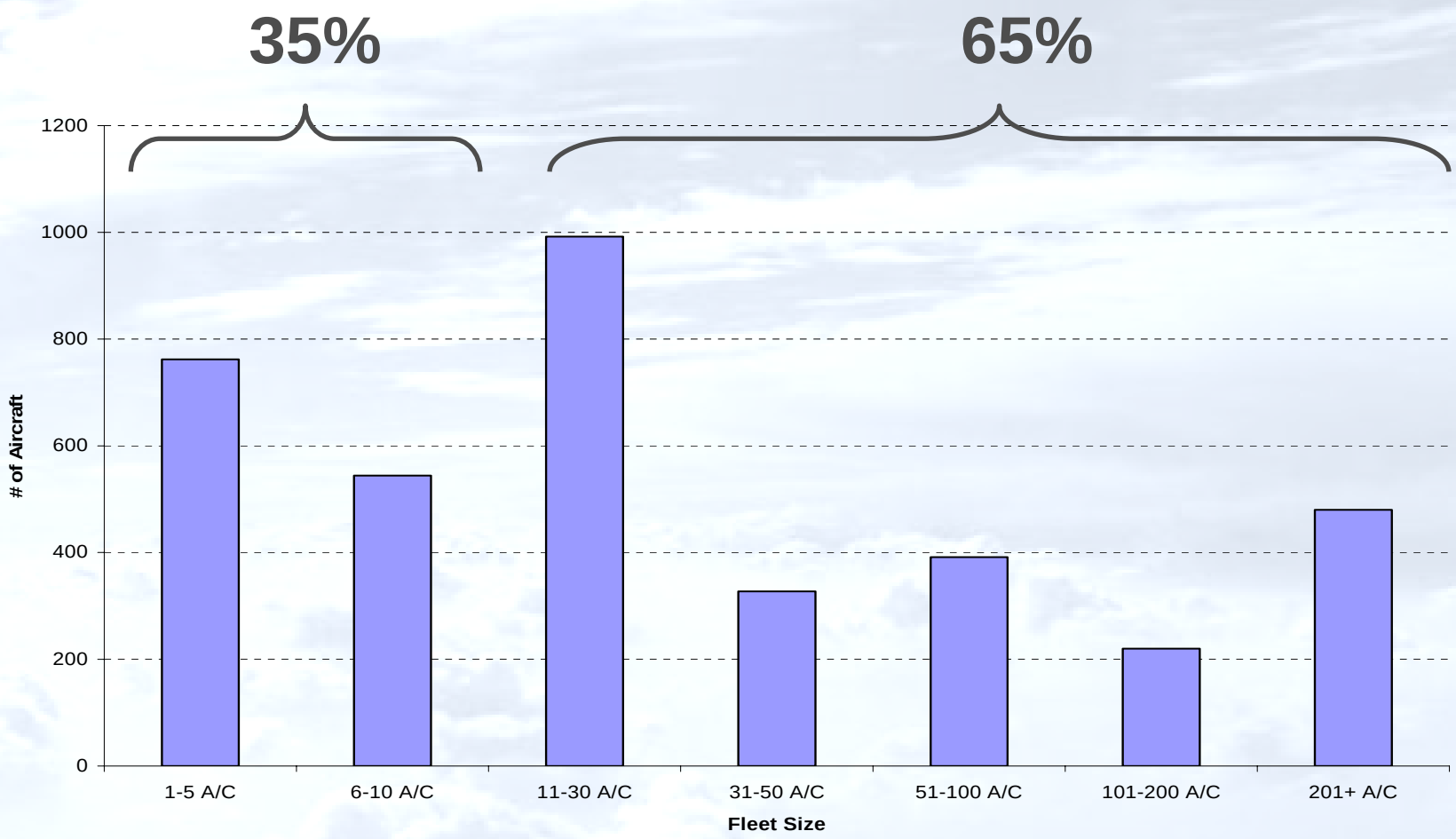
Fleet Size Distribution

Active Aircraft in 100-149 Seat Category Over 10 years Old*



*Source: Bombardier Analysis from Back Aviation August 2008 Database.

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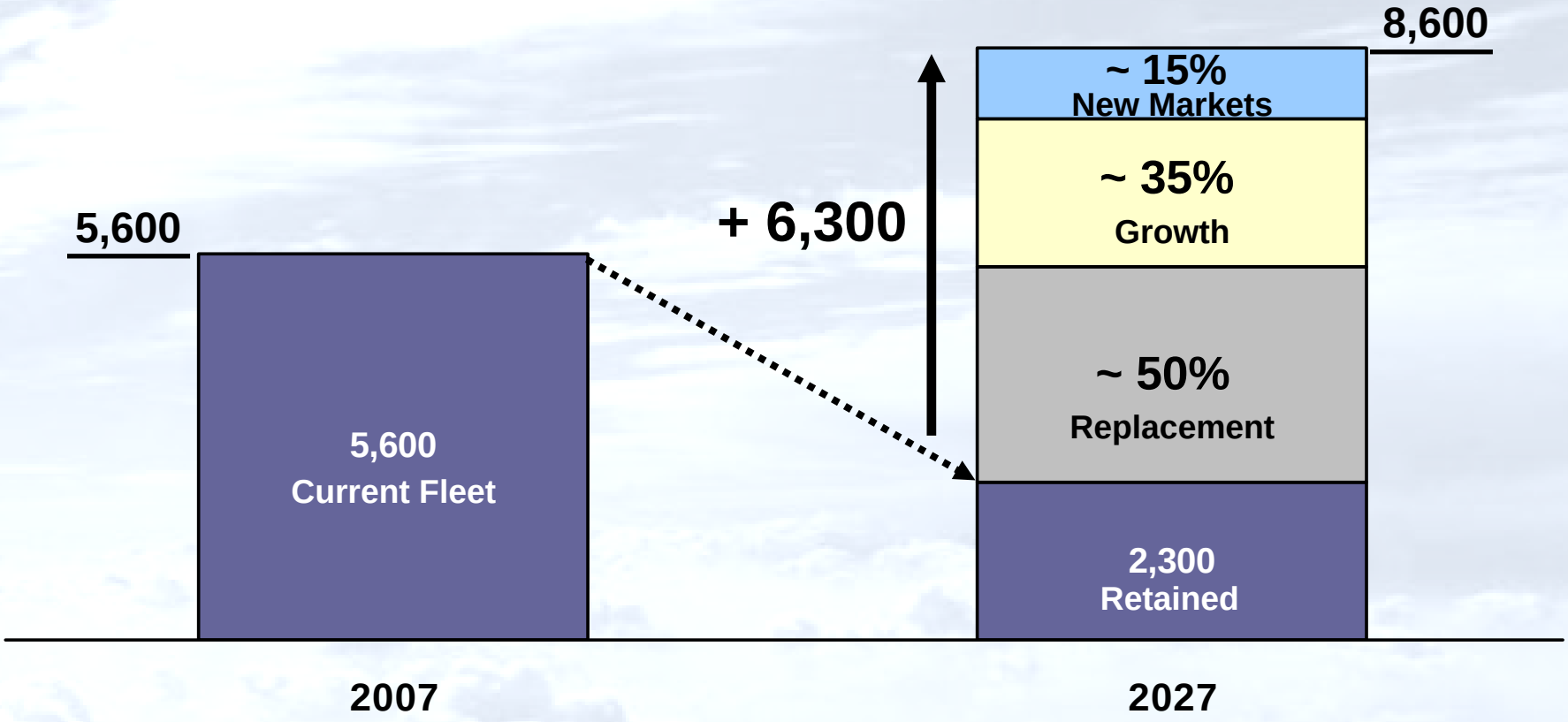
Bombardier 100-149 Seat Market Forecast



6,300 Deliveries Over the Next 20 Years

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Bombardier Commercial Aircraft Delivery Forecast
Geographical Split

30%

~ 1,900 Units

19%

~ 1,200 Units

10%

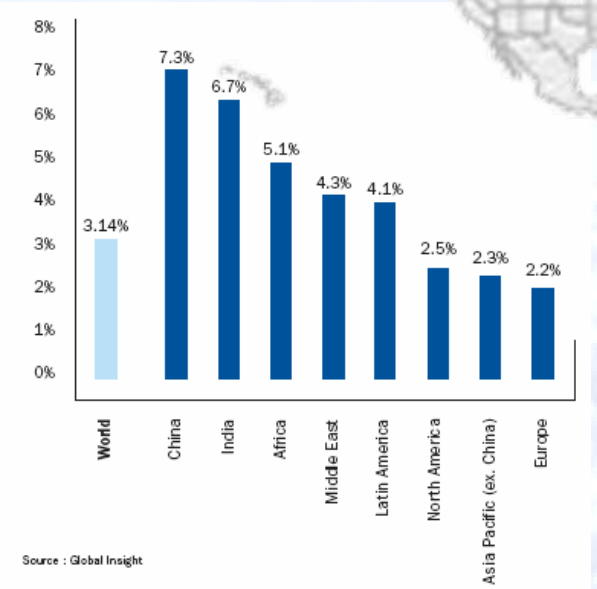
~ 600 Units

31%

~ 2,000 Units

10%

~ 600 Units



*Source: Bombardier Aerospace Commercial Aircraft Market Forecast 2008-2027.

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C*SERIES* • A Game Changer In Its Class

- ✓ Family of Aircraft with Full Operational Commonality
- ✓ Unmatched Reduction in Environmental Footprint
- ✓ Total Life Cycle Cost Improvement
- ✓ Up to 15% Better Cash Operating Costs – 20% Fuel Burn Advantage
- ✓ Widebody Comfort In A Single Aisle Aircraft
- ✓ Mature 99% Reliability at Entry Into Service
- ✓ Operational Flexibility – Short Field and Longer Range Performance

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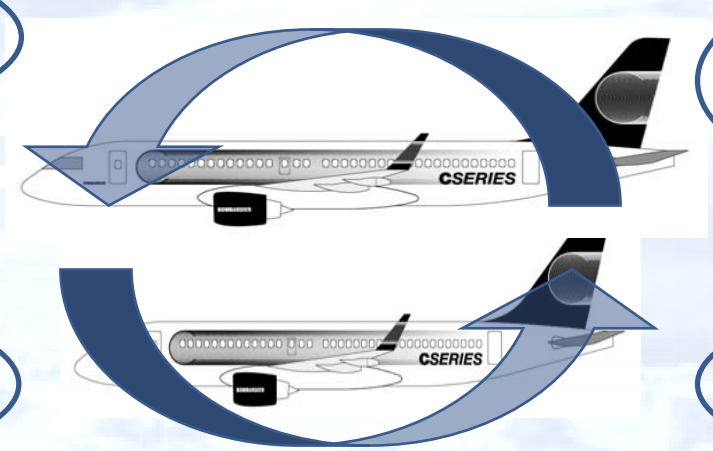
C*SERIES* Commonality • Over 90% Same Parts Across Family

Fuselage
- Same Forward Fuselage
- Same Aft Fuselage

Landing Gear
- Same Nose Landing Gear

Wing
- Same Planform
- Same Flight Controls
- Same Pylon



Powerplant
- Same

Empennage
- Same

Systems
- Same Architecture

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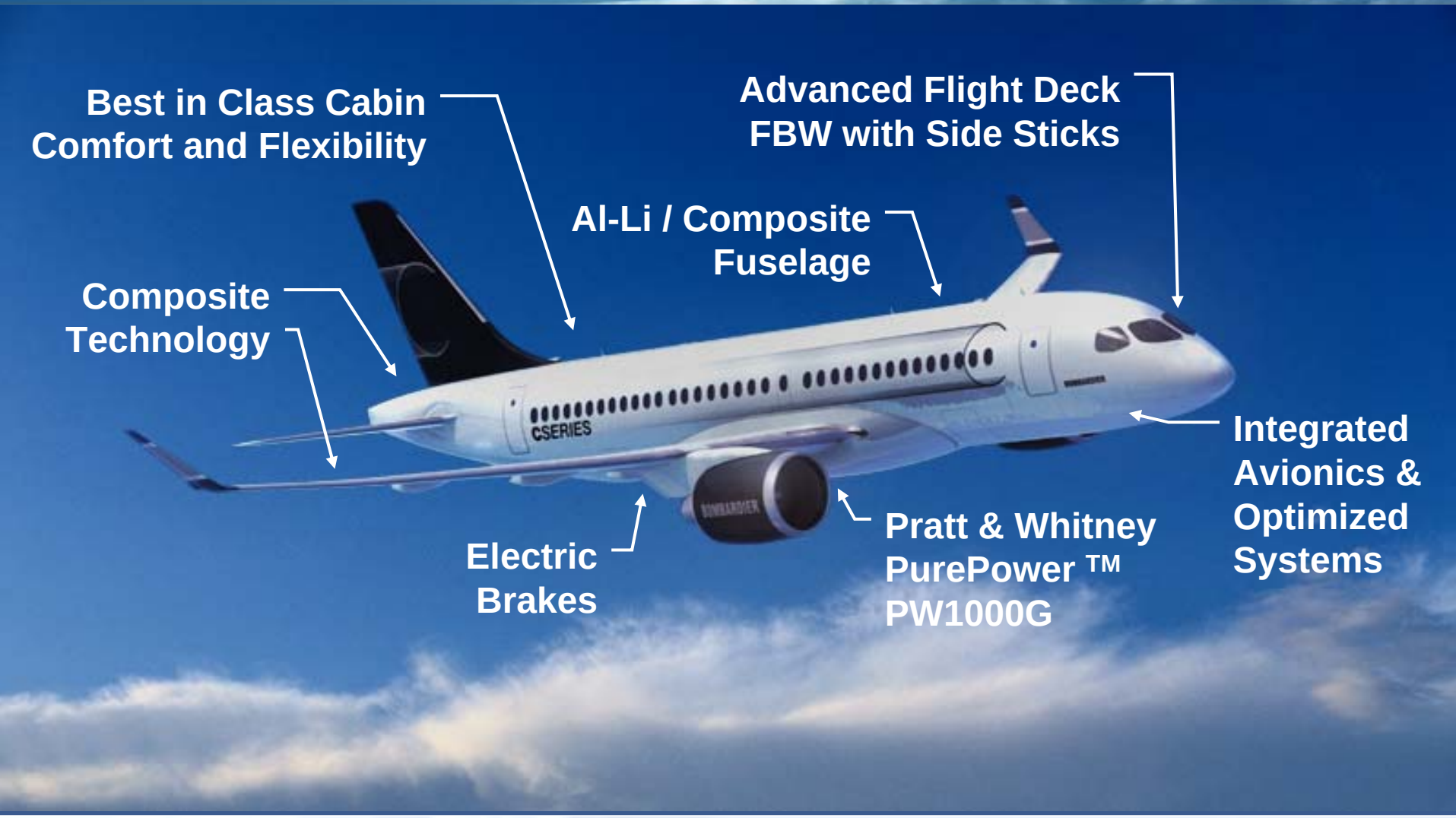
C*SERIES* Technologies and Design Focused on Delivering Operational Benefits



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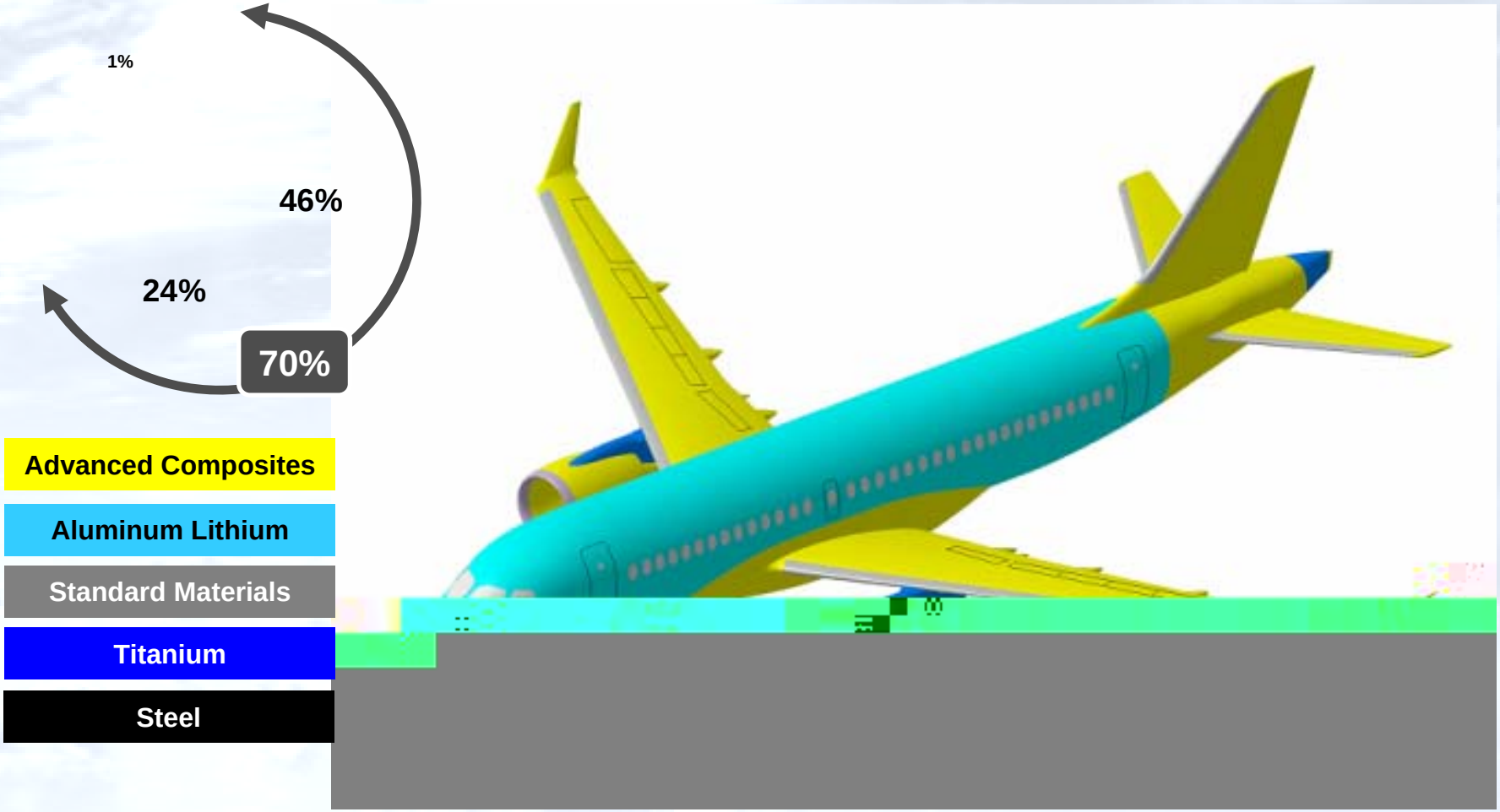
C*SERIES* • 70% Advanced Structural Materials Bring Significant Weight Savings



* Relative to an All Aluminum Configuration

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PW1000G Engine Demonstrator Ground & Flight Testing

250 Ground Test Hours Completed

43 Flight Hours on 747SP Completed

- Engine performance on target
- Engine acoustics on target
- Gear system in excellent condition
- Alternative fuels compatibility demonstrated
- In-flight starting performance better than predicted
- Testing on Airbus A340-600 Flying Test Bed On Going

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C*SERIES* • A Game Changer In Its Class

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The greenest single-aisle aircraft in its class

The future of the industry lies in the challenge of balancing profitability and reducing impact on the environment. Designed with vision and conviction, the C*SERIES* combines low operating costs and an unmatched environmental scorecard.

C*SERIES* • 5 Times Less Noise Exposure Area

CSeries 110: TOW 120,500 lb, TOFL 4,574 ft, Flaps 5 deg, MTOT 23,300 lbf;
Recently Certified 100-seater: TOW 115,280 lb, TOFL 8,024 ft, Flaps 5 deg, TOT 18,500 lbf

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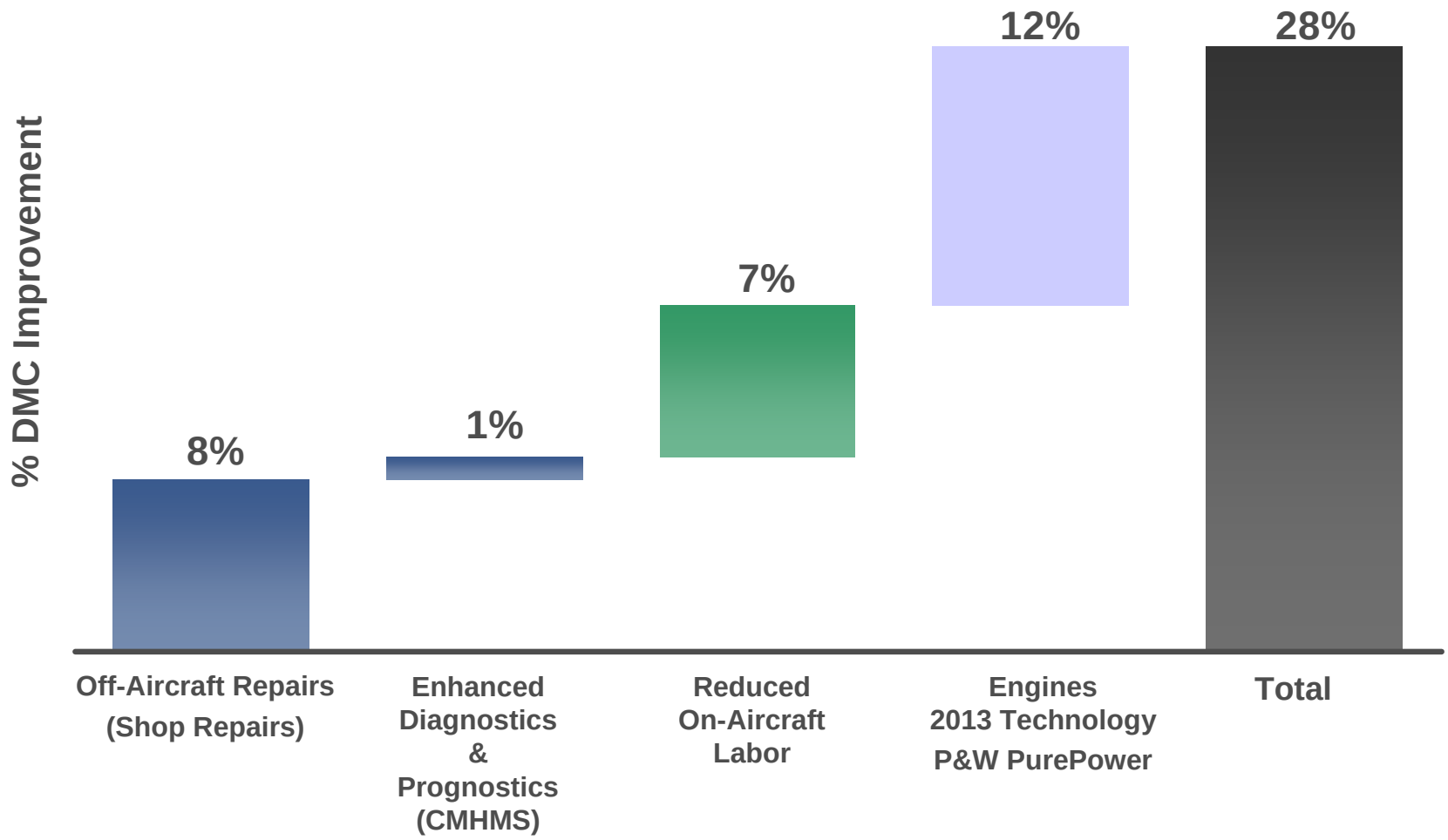
C*SERIES* • Direct Maintenance Cost Reductions vs. In-Production Aircraft



Source: Bombardier Engineering and Supply Base Data, Mature, 1hr/1cycle ratio

* In Production Competitors Average Including A319, B737-600, E195

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CSERIES • 25% Reduction in Off-Aircraft Maintenance from Latest Technology Designs

Optimized Electrical System
3% DMC Reduction

State-of-the-Art Flight Control System
2% DMC Reduction

Lean Cockpit Virtual & Integrated Panels
3% DMC Reduction

Mature APU
4% DMC Reduction

Other Contributors
7% DMC Reduction

Landing Gear Electric Brakes
6% DMC Reduction

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Bombardier is Migrating to New Aftermarket Business Model

Traditional Support	**Bombardier's traditional aftermarket services**
Smart Services For Business Aircraft	**Bombardier's cost per flight hour program offered on business aircraft**
Integrated Services (CSERIES)	**"One-stop-shop" fully integrating the delivery of all support services to our customers**
Smart Services For Airlines	**"Nose-to-tail" total in-service aircraft support on a fixed cost-per-flight hour basis**

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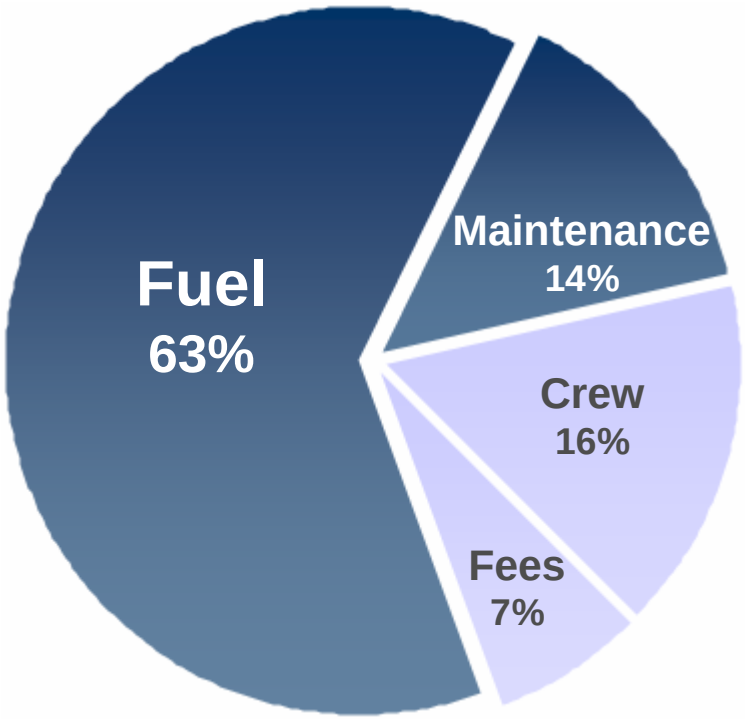
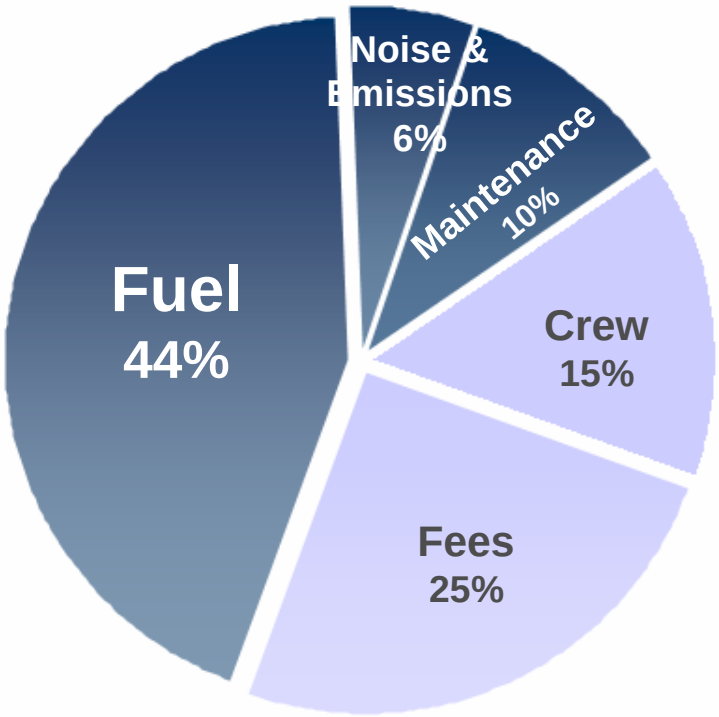
C*SERIES* Technologies and Optimal Design Address 60 to 75% of the Cash Operating Costs Breakdown

COC in North American Environment



COC in European Environment



~ 77% - 84% ⇦ **Costs Driven by Technology and Right Sizing** ⇨ **~ 60 - 85%**

Assumptions: 500 nm Mission; Fuel Cost: 3.00 US$/USG.

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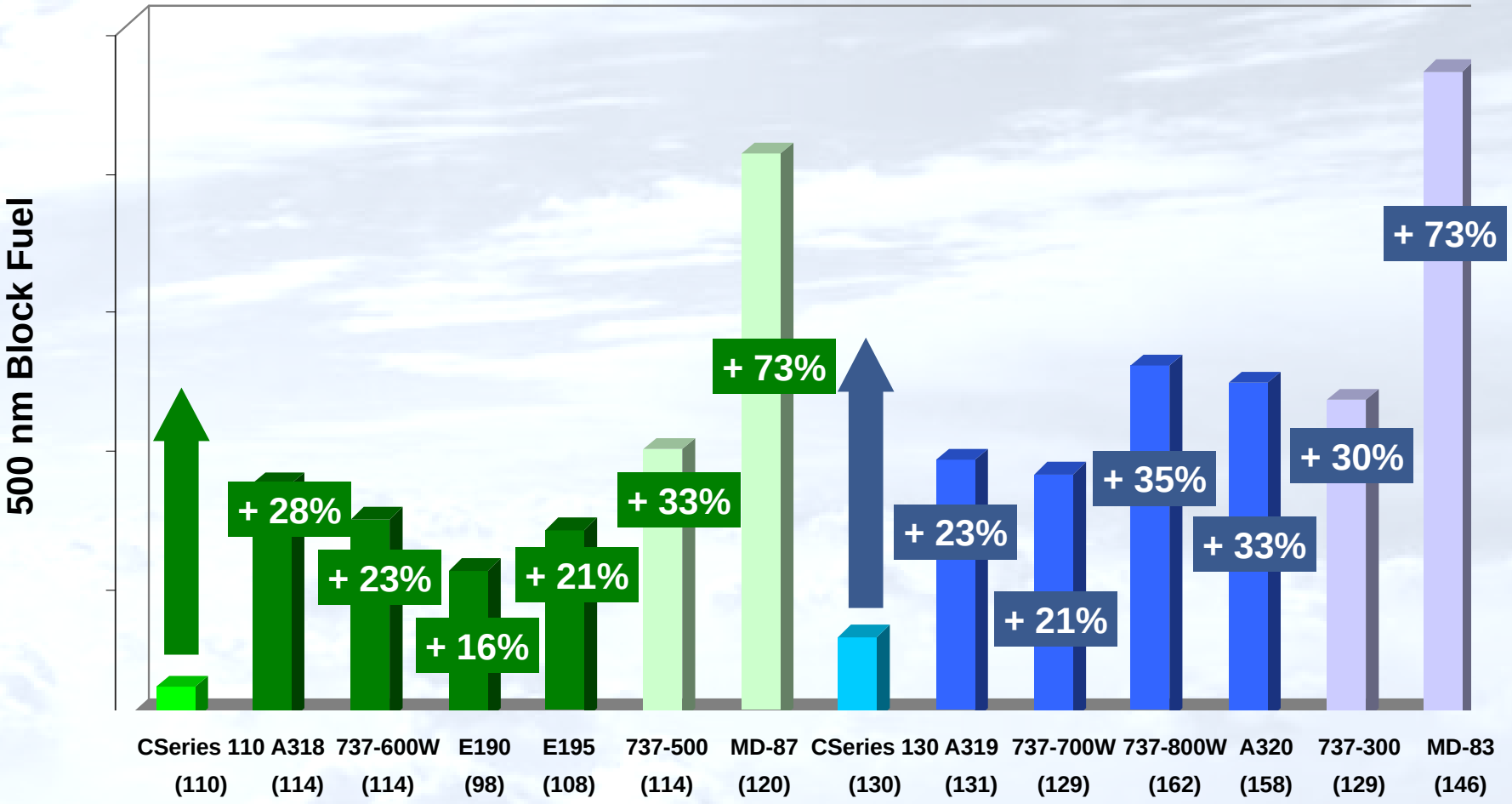
C*SERIES* and Pratt & Whitney PurePower™ Solution Offers Significant Fuel Burn Advantage



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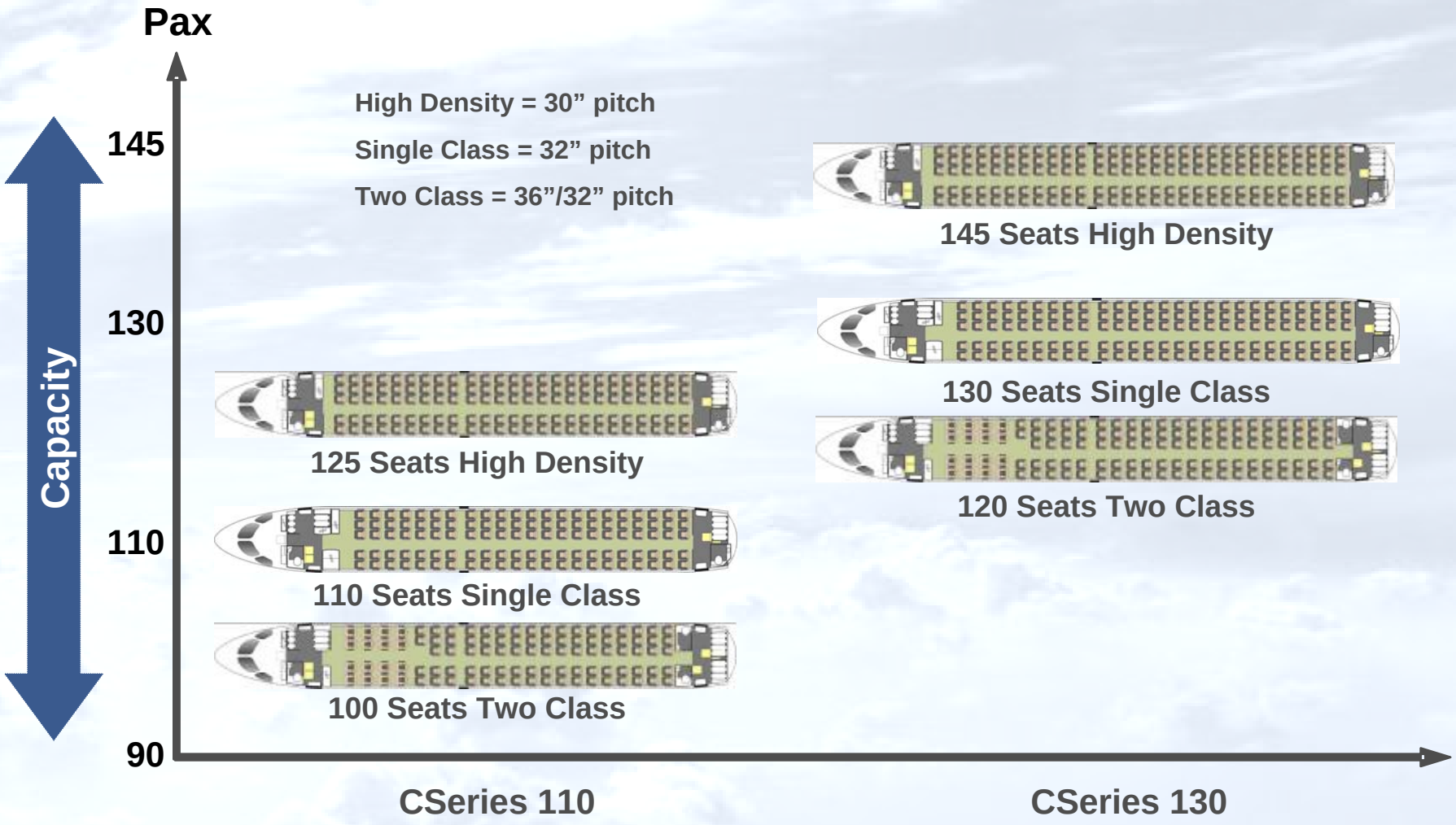
C*SERIES* • A Family of Aircraft with Flexible Seating Capacities to Suit a Variety of Airline Needs



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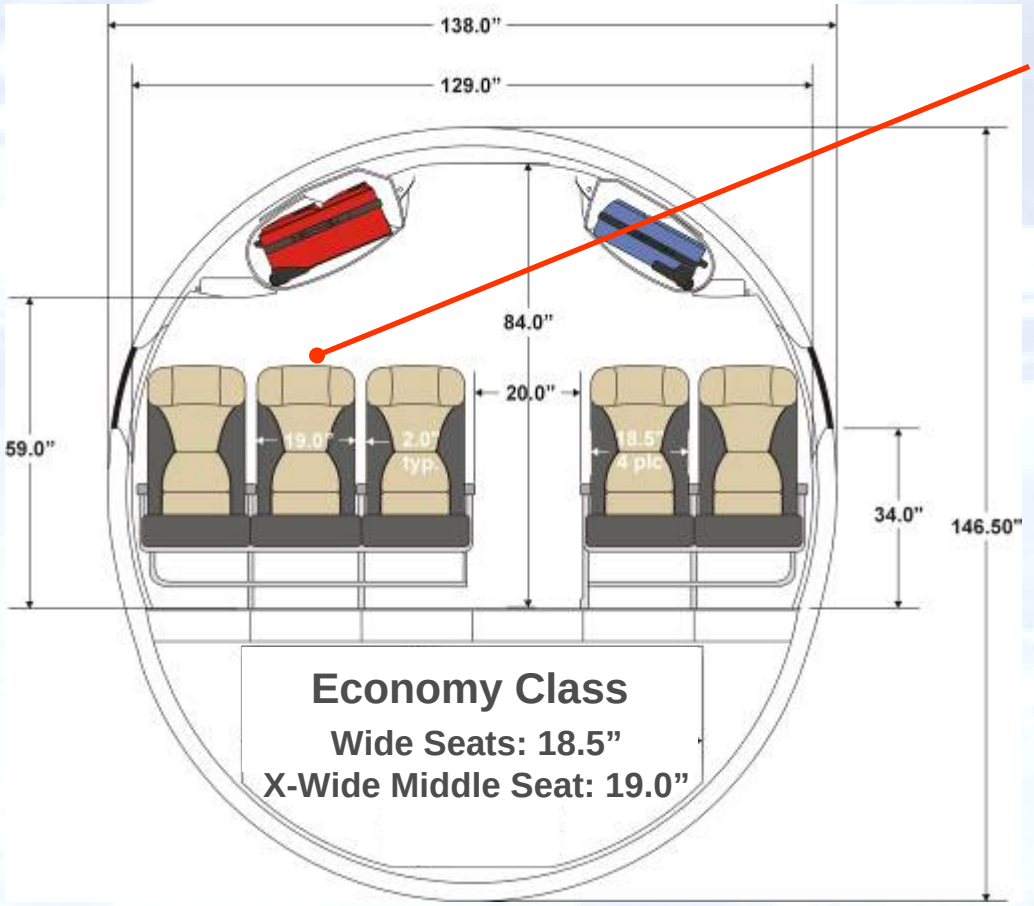
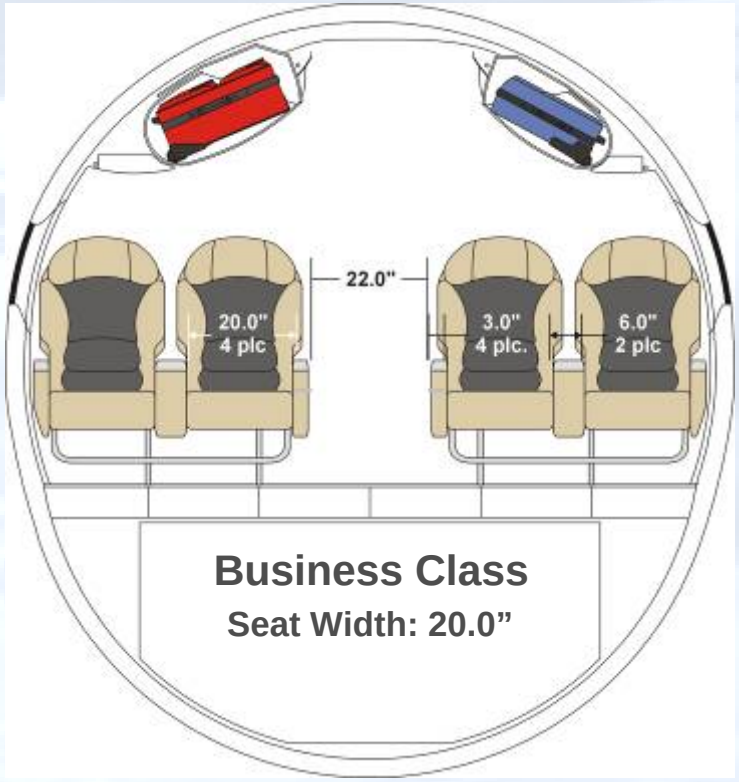
C*SERIES* 5-Abreast Cabin Delivers The Most Seat Width Per Passenger In A Single-Aisle Aircraft

Larger Middle Seat Delivers Even More Space





5-10% More Seat Width Than 5 & 6 Abreast Competitors

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C*SERIES* • A Game Changer In Its Class

- ✓ Family of Aircraft with Full Operational Commonality
- ✓ Unmatched Reduction in Environmental Footprint
- ✓ Total Life Cycle Cost Improvement
- ✓ Up to 15% Better Cash Operating Costs – 20% Fuel Burn Advantage
- ✓ Widebody Comfort In A Single Aisle Aircraft
- ✓ Mature 99% Reliability at Entry Into Service
- ✓ Operational Flexibility – Short Field and Longer Range Performance

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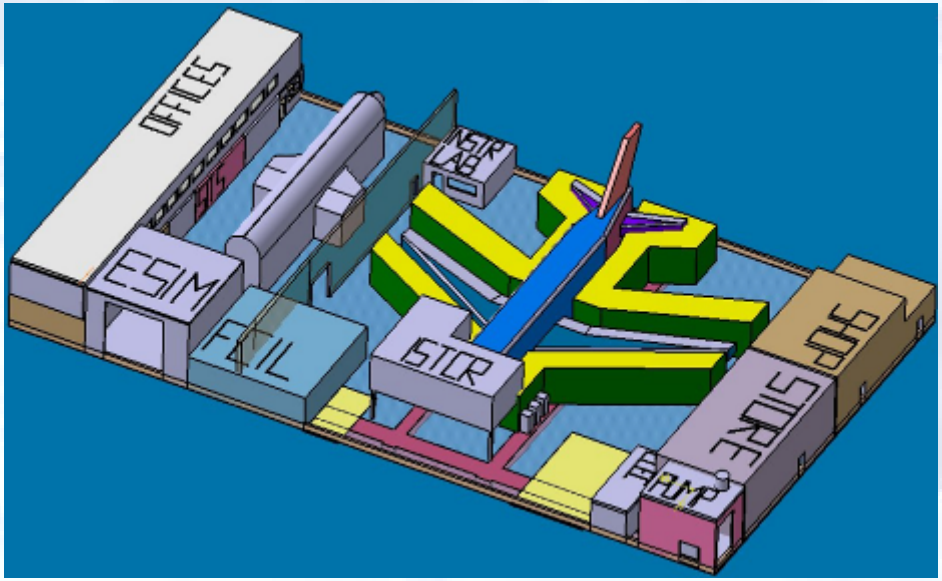
C*SERIES* Reliability At Mature Levels By EIS

Select Right Technology & Design → Integrate Virtually Simulation → Accelerated Component Testing → System Level Testing → Flight Testing → Successful Entry into Service

- 99.0% Dispatch Reliability Out-of-the-box
- 99.5% Dispatch Reliability Two Years After EIS
- Complete Integrated Aircraft System Test Area (CIASTA) in place one year before flight test begins



- Knowledge base of technical issues built from first day of CIASTA testing to provide unparalleled levels of reliability at EIS.

Monitor & Improve Component Performance Maturity Data

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C*SERIES* • Range from New York (JFK Int'l Airport)

ISA & 85% Annual Winds

CSeries 110 - 110 Pax
2,700 nm (5,000 km)

CSeries 130 - 130 Pax
2,700 nm (5,000 km)

Performance Assumptions:

- Pax + Bags @ 225 lb (102 kg)
- 2.5% Margin on OWE
- Type Spec. LOPA @ 32" Pitch
- 100 nm (185 km) Alternate
- 45 min Holding @ 15,000 ft
- 5% Flight Fuel Reserve

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C*SERIES* Entry Into Service Is Principally Driven By Technology Optimization for the 100 to 149-Seat Market

	2007-2008	2008-2013	2013
Aircraft	**Confirmation** • Technology • Partner & Supplier Agreements • Customer Orders • Authority to Offer ✓	**Development** 	**Aircraft Entry Into Service (EIS)**
	LAUNCH July 2008		
Engine	**Engine Partner Selection** ✓	**Ready for CSeries EIS in 2013**	

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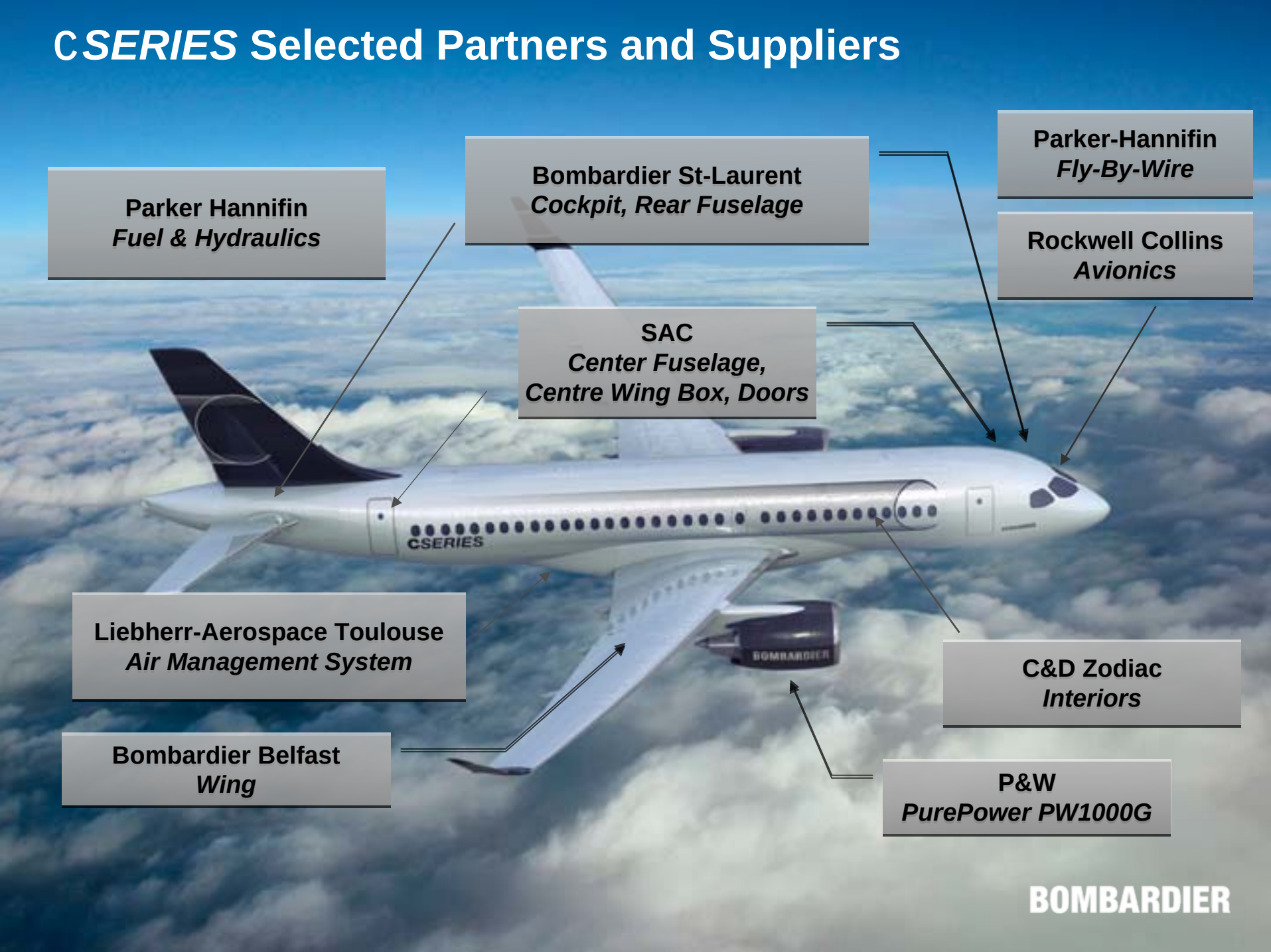
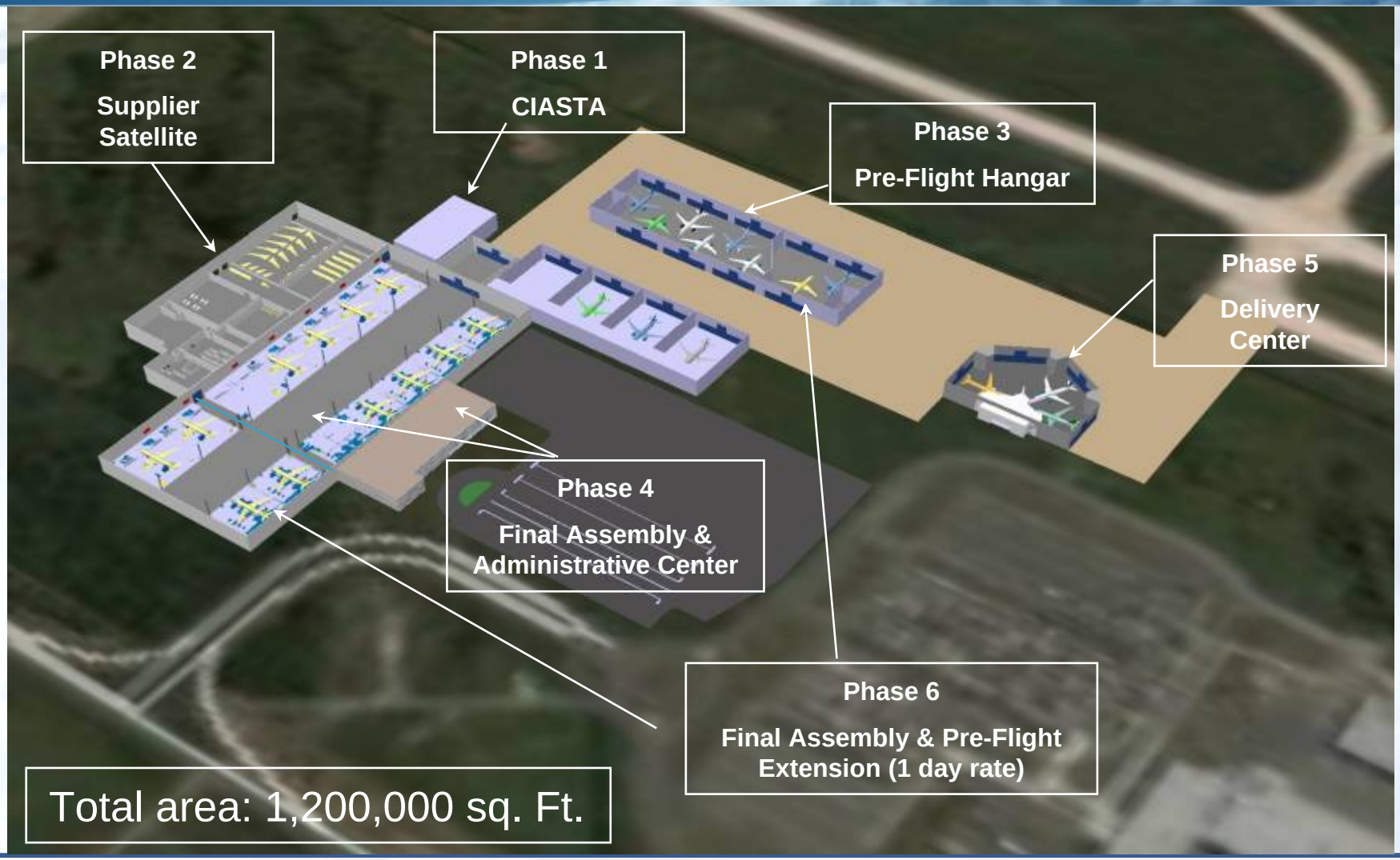
C*SERIES* Selected Partners and Suppliers



C*SERIES* Facilities (Mirabel) Implementation Phases



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C SERIES
NOW IS THE FUTURE

More of What Passengers and Crew Want

REDUCED ENVIRONMENTAL FOOTPRINT

MORE COMFORT

REDUCED COST

BETTER PERFORMANCE

Now Available In 2013

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